

CAREER SERVICE MODEL FOR DEVELOPMENT OF PERSONNEL GENERALISTS IN SP SERVICE
(APPLICABLE TO PROFESSIONALS WITH POTENTIAL FOR DEVELOPMENT)

GENERAL NORMS (FOR GUIDANCE ONLY)

1. ACADEMIC BACKGROUND

CT OR COLLEGE GRADUATE (OR EXPERIENCE EQUIVALENTS)
MAJOR IN ADMIN., MGT., OR SOCIAL SCIENCES

2. TRAINING

A. OTR

1. CORE COURSES
2. TRENDS AND HIGHLIGHTS
3. ADP ORIENTATION

B. EXTERNAL (FOR SELECTED EMPLOYEES)

1. PERSONNEL MGT. (E.G., POSITION CLASSIFICATION; EMPLOYEE RELATIONS); ORGANIZATIONAL DEVELOPMENT; PSYCHOLOGY; BEHAVIORAL THEORY; SYSTEMS ANALYSIS; STATISTICS
2. TOPICAL OR TECHNICAL TRAINING IN SPECIALIZED PERSONNEL SUBJECTS (E.G., AMA SEMINARS)

C. WITHIN OP

1. ATTENDANCE OF PERSONNEL CAREERISTS AT OP ORIENTATION BRIEFINGS; MONTHLY MEETINGS OF SP SKILLS DEVELOPMENT PROGRAM
2. PARTICIPATION OF NEW PROFESSIONAL CAREERISTS IN OP ON-THE-JOB TRAINING PROGRAM

3. DESIRED AGE LEVEL PROGRESSION

ASSIGNMENT OR READINESS FOR ASSIGNMENT BY AGE 40-45 TO OP KEY POSITION (OR APPROXIMATE TO OP KEY EQUIVALENT)

4. NORMAL JOB PROGRESSION

A. INITIAL (1ST THREE YEARS OF ENTRY IN SP CAREER SERVICE)

ONE- OR TWO-YEAR ASSIGNMENTS, AS PRACTICABLE, IN OP CENTRAL UNITS (E.G., PMCD, SPD, CD AND BSD)

B. MID-PROFESSIONAL (BETWEEN 3 AND 15 YEARS FROM ENTRY IN SP CAREER SERVICE)

1. THREE OR MORE ASSIGNMENTS TO SPECIALIST JOBS IN CENTRAL OP OR GENERALIST PERSONNEL JOBS IN COMPONENTS DURING NEXT 3-15 YEARS. (SP ASSIGNMENT OBJECTIVE: 3 YEAR TOURS INSIDE AND OUTSIDE CENTRAL OP WITH ONE OR TWO EXTENSIONS OF ONE YEAR CONSIDERED UPON REQUEST.)
2. ASSIGNMENT TO A COMPONENT BY END OF 6TH YEAR UNLESS EMPLOYEE IS EXPECTED BY SP CAREER SERVICE TO INDEFINITELY CONTINUE IN FUTURE AS TECHNICAL OR FUNCTIONAL SPECIALIST IN CENTRAL OP.
3. BY THE END OF 14TH YEAR, EMPLOYEE HAS SERVED 2 OR MORE YEARS IN A STAFF OR ADVISORY CAPACITY; IN A PLANNING OR RESEARCH POSITION; OR IN A POSITION REQUIRING CONSIDERABLE TIME TO BE SPENT IN SUCH ACTIVITIES.

5. STRONG EVALUATION IN FOLLOWING PERSONAL SKILLS AND ATTRIBUTES

RESPONSIVENESS IN SUPPORTIVE ROLE TO
AGENCY OFFICIALS
EFFECTIVENESS IN PERSONAL DEALINGS
IMAGINATION AND ORIGINALITY
SELF RELIANCE
DRIVE

GETTING THINGS DONE
THOROUGHGOING
WRITING ABILITY
VERBAL EFFECTIVENESS
PLEASING PERSONALITY

6. STRONG EVALUATION IN FOLLOWING MANAGERIAL SKILLS

REPRESENTATIONAL AND COMMUNICATING
SKILLS
PLANNING AHEAD
CAPACITY TO INFLUENCE OTHERS (SUB-
ORDINATES, PEERS, SUPERIORS)
SUPERVISORY SKILL (INCLUDING DEVELOP-
MENT OF SUBORDINATES; MAINTENANCE
MORALE AND LOYALTY)
DECISIVENESS

MATURE JUDGMENT
ANTICIPATION OF CONSEQUENCES OF PROSPECTIVE
ACTIONS
PERCEPTION OF THINGS THAT NEED TO BE DONE
ABILITY TO DELEGATE
EFFECTIVENESS IN MANAGEMENT OF OFFICE

7. FAMILIARITY WITH PERSONNEL WORK

A. GOOD UNDERSTANDING OF FOLLOWING:

SUBSTANTIVE ASPECTS OF PERSONNEL ACTIVITIES
CURRENT PERSONNEL OBJECTIVES, GOALS AND DEVELOPMENTS
PERSONNEL TRENDS AND FUTURE PROBLEMS

B. QUALIFYING EXPERIENCE IN A MAJORITY OF FOLLOWING:

PERSONNEL RESEARCH/STAFF WORK
BENEFITS AND SERVICES
SALARY AND POSITION MGT.
PERSONNEL STAFFING
PERSONNEL TRANSACTIONS
RECORDS CONTROL AND MANAGEMENT
LINE PERSONNEL MGT. IN COMPONENTS

C. DESIRABLE EXPERIENCES (NOT NORMS)

OVERSEAS OPERATIONS AND SUPPORT
HEADQUARTERS ACTIVITIES RELATED TO PERSONNEL PROCESSING MGT. (E.G., TRAINING, COVER,
TRAVEL)

DATE

DEVELOPMENTAL GAP SHEET (SP CAREER SERVICE)

I. GENERAL

1. NAME	2. GRADE	3. OFFICE	4. AGE	5. YEARS IN PRESENT JOB	6. LAST FR EVAL.
7. POSITION			8. NAME OF SUPERVISOR		

II. ACADEMIC BACKGROUND

9. COLLEGE	10. COLLEGE MAJORS
COLLEGE DEGREE <input type="checkbox"/>	PERSONNEL ADMINISTRATION <input type="checkbox"/>
COLLEGE - NO DEGREE <input type="checkbox"/>	PUBLIC OR BUSINESS ADMIN. OR MGT. <input type="checkbox"/>
NO COLLEGE <input type="checkbox"/>	SOCIAL SCIENCE(S) <input type="checkbox"/>
	OTHER <input type="checkbox"/> (FILL IN)

III. JOB PROGRESSION TO DATE

11. INDICATE REMAINING JOB EXPERIENCES IN CENTRAL OP, EMPLOYEE SHOULD ACQUIRE.* (COMPLETE FOR AN EMPLOYEE WITH MORE THAN 3 YEARS SERVICE IN AGENCY, IF APPLICABLE IN HIS CASE.)

12. JOB EXPERIENCE NORMS FOR PROFESSIONALS (3-15 YEARS AS SP CAREERIST)

NORM	COMPLETED		IF NOT COMPLETED, EXPLAIN, IF KNOWN, AND INDICATE IF SOME OR ALL OF NORMS STILL NEEDED
	YES	NO	
A. 4 OR MORE ASSIGNMENTS WITHIN 14 YEARS. (DIFFERENT BRANCHES OR OFFICES) FOR GENERALISTS; 2 OR MORE FOR TECHNICAL SPECIALISTS.			
B. ASSIGNMENT TO AGENCY COMPONENT WITHIN 6 YEARS (APPLICABLE TO GENERALISTS ONLY).			
C. 2 YEARS OF PERSONNEL STAFF OR RESEARCH WORK (OR COMPARABLE EXPERIENCE) BY END OF 14TH YEAR.			

IV. LEVEL OF KNOWLEDGE OF PERSONNEL WORK *

ITEM	SUPERVISOR	SP PANEL		SUPERVISOR	SP PANEL
13. PERSONNEL POLICIES, PROCESSES & PROCEDURES			17. PERSONNEL STAFFING & T/O ADMINISTRATION		
14. PERSONNEL STAFF WORK OR PLANNING			18. RECORDS & TRANSACTIONS		
15. BENEFITS & SERVICES			19. LINE PERSONNEL WORK		
16. SALARY & POSITION ADMINISTRATION			20. PLACEMENT		
			21. NON-PERSONNEL SUPPORT ACTIVITY		
22. EMPLOYEE'S STRONGEST KNOWLEDGE(S) IF APPLICABLE (NAME ONE OR TWO)			23. EMPLOYEE'S WEAKEST KNOWLEDGE(S) IF APPLICABLE (NAME ONE OR TWO)		

V. PERSONAL SKILLS AND ABILITIES *

STRONG IN SKILL	SUPERVISOR	SP PANEL	STRONG IN SKILL	SUPERVISOR	SP PANEL
24. RESPONSIVENESS (IN SUPPORTIVE ROLE TO AGENCY OFFICIALS)			28. GETS THINGS DONE		
25. EFFECTIVENESS IN PERSONAL DEALINGS			29. MEETING DEADLINES		
26. SELF RELIANCE			30. THOROUGHGOING		
27. DRIVE			31. WRITING ABILITY		
			32. VERBAL EFFECTIVENESS		
			33. PLEASING PERSONALITY		
			34. IMAGINATION & ORIGINALITY		
35. EMPLOYEE'S STRONGEST PERSONAL SKILL(S) AND ATTRIBUTE(S) IF APPLICABLE (NAME ONE OR TWO)			36. EMPLOYEE'S PERSONAL DEFICIENCIES, IF APPLICABLE (NAME ONE OR TWO)		

VI. MANAGERIAL SKILLS AND ABILITIES *

STRONG IN ITEM	SUPERVISOR	SP PANEL	STRONG IN ITEM	SUPERVISOR	SP PANEL
37. REPRESENTATION & COMMUNICATION			43. ANTICIPATION OF CONSEQUENCES OF PROSPECTIVE ACTION		
38. PLAN AHEAD			44. PERCEPTION OF THINGS THAT NEED TO BE DONE		
39. CAPACITY TO INFLUENCE OTHERS			45. ABILITY TO DELEGATE		
40. SUPERVISORY ABILITY			46. EFFECTIVENESS IN OFFICE MANAGEMENT		
41. DECISIVENESS					
42. MATURE JUDGMENT					
47. EMPLOYEE'S STRONGEST MANAGERIAL SKILL(S) IF APPLICABLE (NAME ONE OR TWO)			48. EMPLOYEE'S WEAKEST MANAGERIAL SKILL(S) IF APPLICABLE (NAME ONE OR TWO)		

* 13-21 }
24-34 } FILL IN EACH ITEM BY INSERTING THE LETTER BEST DESCRIBING THE EMPLOYEE'S KNOWLEDGE/SKILLS
37-46 }

A - ABOVE AVERAGE (IN RELATION TO PEERS OR SENIOR CAREERISTS).

C - AVERAGE; IMPROVEMENT DESIRED.

D - BELOW AVERAGE; NO IMPROVEMENT NECESSARY.

E - BELOW AVERAGE; IMPROVEMENT DESIRED.

VII. PERSONAL DEVELOPMENT SUGGESTIONS			
(TO BE COMPLETED BY SUPERVISOR ONLY)			
49. IF ANY OF THE SKILLS OR KNOWLEDGES LISTED IN IV, V, AND VI WERE MARKED C OR E, INDICATE WHAT SHOULD BE DONE IF AND WHEN IMPROVEMENT IS FEASIBLE			
SKILL OR KNOWLEDGE		CORRECTIVE ACTION PROPOSED	
50. ASSIGNMENTS CONSIDERED NECESSARY FOR EMPLOYEE'S DEVELOPMENT		51. ASSIGNMENTS THAT ARE CONSIDERED DESIRABLE, BUT NOT REQUIRED FOR EMPLOYEE'S DEVELOPMENT	
PROPOSAL	WHEN	PROPOSAL	WHEN
52. FORMAL TRAINING CONSIDERED NECESSARY FOR EMPLOYEE'S DEVELOPMENT		53. FORMAL TRAINING CONSIDERED DESIRABLE, BUT NOT REQUIRED FOR EMPLOYEE'S DEVELOPMENT	
PROPOSAL	WHEN	PROPOSAL	WHEN
54. OTHER DEVELOPMENTAL ACTIONS CONSIDERED NECESSARY FOR EMPLOYEE'S DEVELOPMENT (E.G., SPECIAL PROJECTS, SHORT-RANGE DETAILS, SHORT-RANGE ROTATION IN ANOTHER SUPPORT SERVICE, OP ORIENTATION, REGULAR ATTENDANCE, SP SKILLS PROGRAM)			

NOTE: THE SP PANEL WILL CONSIDER THE SUPERVISOR'S SUGGESTIONS IN DECIDING UPON SPECIFIC INDIVIDUAL ACTIONS THAT SHOULD BE UNDERTAKEN FOR INDIVIDUAL CAREERISTS (FOR WHOM SOME INDIVIDUAL ACTION OR ACTIONS ARE NECESSARY OR DESIRABLE). DEVELOPMENTAL ACTIONS OF SP PANELS WILL BE COMMUNICATED TO THE INDIVIDUALS AFFECTED AND THEIR SUPERVISORS BY THE CMO/OP. ORDINARILY, PANEL DECISIONS WILL SPECIFY BOTH THE KIND OF ACTION(S) TO BE TAKEN AND THE TIME FRAME(S) INVOLVED.

SUPERVISORS ARE ENCOURAGED TO DISCUSS THIS GAP SHEET WITH INDIVIDUALS CONCERNED AFTER COMPLETING IT. IF AN SP CAREERIST WISHES TO COMMENT ON THE INFORMATION PROVIDED BY THE SUPERVISOR OR TO EXPRESS HIS OWN INTEREST IN A PROSPECTIVE DEVELOPMENT ACTION OR ACTIONS, HE IS PERMITTED TO DO SO ON A SEPARATE SHEET OF PAPER (RETURN TO THE PERSON CONCERNED).

(TO BE COMPLETED ONLY BY SP BOARD OR PANEL)

VIII. PROMOTIONAL READINESS AND POTENTIAL

55. CURRENT PROMOTIONAL READINESS

NOW OR WITHIN ONE YEAR ☐

ONE OR TWO YEARS ☐

AFTER TWO YEARS ☐

NON-PROMOTABLE (PER CURRENT JUDGMENT) ☐

56. CAREER POTENTIAL TO REACH GS-15 OR ABOVE (PER CURRENT JUDGMENT)

YES ☐

No ☐

IX. POSITION(S) FOR WHICH EMPLOYEE SHOULD BE DEVELOPED AS A PROSPECTIVE REPLACEMENT

X. PERSONAL DEVELOPMENTAL ACTIONS

57. CORRECTIVE ACTIONS TO IMPROVE SKILLS OR KNOWLEDGE, INCLUDING APPLICABLE ITEMS LISTED IN IV-VI.

ACTION

WHEN

58. ASSIGNMENTS THAT SHOULD BE UNDERTAKEN

ASSIGNMENT

WHEN

59. OTR OR EXTERNAL TRAINING COURSES

COURSE

WHEN

60. OTHER DEVELOPMENTAL ACTIONS THAT SHOULD BE UNDERTAKEN (E.G., SPECIAL PROJECTS, ETC.)

ACTION

WHEN

61. DUE DATES FOR PROGRESS REPORTS TO SP PANEL OR BOARD CONCERNING DEVELOPMENTAL ACTIONS (AS APPLICABLE)

ACTION

DATE